

**Corporate Education, Training and Development Business Plan
July 1999 - Comments Resolution Matrix**

#	Section	Reviewer	Change/Questioned	Add	Delete	Resolution
1	Table of Contents	Lloyd Piper	Pg. 2. - spacing needs corrected on 5 th line		Pg. 1 - 2 nd heading "Foreword Summary" - delete the word "Summary"	Implemented Change Spacing corrected.
2	Sec. Letter	Lloyd Piper	Pg. 3 - hard to read scanned letter - will get worse w/copying			Better copy has been scanned into document.
3	Foreword	Lloyd Piper			Pg. 5 - delete Farrell photo	Photo of Farrell deleted. Replace w/Klaus??
4	Foreword	Tim Dirks	Pg. 6 - 1st column, 4 th line change to read: This Plan is a roadmap and a critical tool.....			Reworded as suggested
5	Foreward	Sarah Summerville	<p>Pg. 5 - Suggested revision to the Plan</p> <p>Suggested changes in bold italic: The Department of Energy (DOE) is facing a number of serious workforce issues as a result of downsizing, retirements, and hiring moratoriums. The aging workforce and the impending loss of critical skills are crucial factors in the need to establish workforce plans that:</p> <ol style="list-style-type: none"> 1. <i>Address</i> mission needs 2. <i>Establish</i> succession planning 3. <i>Promote</i> technical competence <i>and versatility, and</i> 4. <i>Ensure maximum diversity in recruitment, retention and</i> 			Made changes - see revised language in #1

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			<i>promotion</i>			
6	Foreword	Tim Dirks	Pg. 5- bulleted list, 1st column change to read: <ul style="list-style-type: none"> • Enhance mission needs • Promote technical competence and versatility, and • Ensure maximum diversity in recruitment, retention, and career advancement 			Pg. 5 - Reworded as suggested
7	Introduction	Tim Dirks		Pg. 7 - 1 st column, end of 1 st para. , add: This Business Plan provides a roadmap to achieve these changes.		Pg. 7 - Added as suggested
8	Introduction	Tim Dirks	Pg. 8 - last para,and summarizes the budget and financial management issues and funding strategies.....			Pg. 8 - Reworded and added funding strategies
9	Business Description	Tim Dirks		Pg. 12, under Roles and Responsibilities need to: 1. tie/link the TDMC into FTCP and R&D Group - recognize		Pg. 12 - all three suggestions adopted in rewrite of Roles & Responsibilities.

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				that there are linkages 2. Indicate that Council will coordinate its activities with these and other groups 3. Indicate that designated members of these groups will be invited to join the TDMC in official liaison capacities		
10	Business Description	Vicki Ponce	Pg. 12 - The Roles and Responsibilities section should reflect the current makeup of the Management Council. For example, Office of Economic Impact and Diversity is shown as an advisor to the Council, and yet they are actual Council members. Also, the CIO and CFO are evidently advisors to the Council (at least I assume so, since they had name tags at our meeting even though they weren't present.) This should also be noted in the Plan.			Pg. 12 - Roles & Responsibilities revised to address comments.

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1 1	Business Description	David Marks	Pg. 13 - Agrees that appropriate reporting processes must be developed, but care should be taken in committing to structured reporting processes more frequently than quarterly, particularly if systems aren't in place to capture the required data			Agree, no specific action required.
1 2	Business Description	David Marks	<p>Pg. 14 - Suggest the sentence at the top of the 2nd column beginning "Potential risks of implementing...." be revised to "Potential barriers to implementing..." This could set the basis for developing the decision memorandum approving the Plan to acknowledge the need for and commitment to addressing barriers to success</p> <p>(THIS PG. # ref. is from a prev. draft, but this was removed when last revised.)</p>			THIS WAS PREVIOUSLY DELETED

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1 3	Business Description	David Marks	Pg. 14 - reword 2 nd sentence, 3 rd paragraph to read as follows: "The performance objectives and measures models for the contractor community are communicated by memorandum from the Director of the Office of Management and Administration."			Pg. 14 - Reworded as suggested.
1 4	Business Description	Mike Kleinrock	Pg. 12 - "I think it is Program Secretarial Officers, not Principal Secretarial Officers (check other places in document for same error)			Yes, change made on Pg. 12 and throughout document.
1 5	Business Description	Lloyd Piper	Pg. 12 - Under "Roles and Responsibilities" - Align to new field Management Council process and LPSO management of operations and field offices. - How is coordination done with DOE actions in response to DNFSB 93-3 and other critical skill recommendations? - should be			Cannot address at the moment due to reorganization and transfer of function. -Dave Roth?? The term Field Office includes

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			included here to clarify- -3 rd sentence - Principal Secretarial Officers and Operations /Field Office Managers will also support those education, training and development activities....(adding word Operations - Ops Offices and Field Offices are different organizational elements)			both Operations Office and Field Office.
1 6	Business Description	Patty Wagner	Pg. 8 - Add EO 13111 (to bulleted list) which covers TSL under the "drivers impacting how the Agency conducts training activities."			Pg. 8 - Added additional bullet for EO-13111.
1 7	Business Description	Patty Wagner	Pg. 14 - Under Business Risks: one concern addressed is the risk of "training money/funding is more visible and, therefore, may be more vulnerable to cuts or redirection." (Is this related to the mentioned "centralized account" discussed on Pg. 42? If so, as noted in our Page 42 comment, this is a concern for operations offices and should be clarified.)			There is currently no plan to establish a centralized account. The Management Council will address funding strategies corporately.
1	Products	Lloyd	Pg. 15 - footer merged w/previous			This does not appear on

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8	and Services	Piper	page			original document - formatting was altered in downloading from CTED
1 9	Products and Services	Lloyd Piper	Pg. 16 - Perf. Meas. 1-1 add word periodic as follows: "Percentage of DOE elements that have ATPs, a viable IDP, and have completed periodic (vs. the word a) Needs Assessment and IDP results..."			Performance Measure rewritten.
2 0	Products and Services	John Clark			Pg. 15 - As agreed, take out the 25% references and "scrub" the various Performance Objectives to make them consistent with the new thrust we discussed at the meeting; they should continue to be robust, not diminished or eliminated.	Pg. 15- Suggestion adopted.

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2 1	Marketing and Communications	Lloyd Piper	Pg. 31 - under "Who is the Target Audience for these Corporate Training Products and Services?" - 1 st sentence the word Field (in Field Office Managers) is circled - (Assume comment Lloyd made in #15 is what he's indicating)			The term Field Office includes both Operations Offices and Field Offices.
2 2	Marketing and Communications	John Clark	Pg. 31 - Recommends that this section be expanded to become: "Marketing, Linkages and Communications" - in this expanded section, cite other DOE-wide linkages that are in process and their relationship to this effort, e.g., Workforce 21 Implementation, Workforce Diversity Initiative, R&D Technical Managers Project, etc.			Liaisons w/other groups, councils were added to Roles & Resp. ????
2 3	Financial Management	Tim Dirks	Pg. 39 - 2 nd para. change last sentence before bullets to read...considered and included as appropriate:			Pg. 39 - This sentence was changed to delete everything. Following "considered", bullets will go in Action Plan.
2 4	Financial Management	Tim Dirks	Pg. 39 - 2 nd para., 3 rd bullet...Develop a central Department-wide account for education, training and development activities that will be cross-cutting and corporate in nature....comment was: need to better explain			This was deleted and moved to Action Plan. However, there is currently no plan to establish a central DOE-wide account. The Management Council will address funding strategies.

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2 5	Financial Management	Geoff Judge			Pg. 39 - Delete second set of bullets. End preceding sentence as follows:...A number of funding options to better manage the Department's training and development business will be considered.	Pg. 39 - Changes implemented.
2 6	Financial Management	Patty Wagner	Pg. 39 - Develop central Dept.-wide accounting for training was questioned (does this mean AL budget will be pulled back by HQ to cover this? - this would be very important to the operations office and needs further explanation.) -TSL funding expensive -The funding of COE's and TSL is not addressed in this section. -CHRIS - only one system? -reference made to "charge back for education and training services rendered" (what does this mean? - need better explanation since it is a way to recoup training costs.)			Pg. 39 - Deleted. There is no current plan to establish DOE-wide account. The Management Council will address funding strategies, address COE's, chargebacks, etc. This will be addressed in the Action Plan.
2 7	Financial Management	John Clark		Pg. 37 General Comment - There should be an acknowledgment that funding strategies will be developed and would be an integral part of		Pg. 37 - Acknowledgment included.

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				implementation and Plan success.		
28	Evaluation of the Plan	Tim Dirks	<p>Pg. 41 - Title change to "Implementation and Evaluation of the Plan".. change was adding the word "Implementation"</p> <p>General comment: Need to revise this section to highlight the major steps in implementing the BP and the means the Council will use to enhance its completion</p> <p>1st para., 1st sentence to read...The Management Council will guide implementation and evaluate the overall progress of the adding the words guide implementation</p> <p>3rd para., 1st sentence to read... The Management Council has ultimate responsibility for ensuring implementation and evaluating the overall progress...adding the words ensuring implementation</p>			<p>Pg. 41 - Changed Title</p> <p>Revised: New Section Added</p> <p>Added the words "guide implementation"</p> <p>Added the words "ensuring implementation"</p>
29	General Comments	David Marks	"As I reviewed the Plan the most striking observation was the lack of focus on improvements in contractor activities. In my opinion, coverage of this area could be strengthened."			??- SEE DAVE ROTH
30	General Comments	John Clark	Emphasize up-front in the Plan that this is a "roadmap" with performance objectives for			Emphasis and "roadmap" added.

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			accomplishment. This will help to ameliorate the concern about calling this a Business Plan. It is too late in the game to change this from a Business Plan to something else.			
3 1	General Comments	John Clark		Recommend a next steps or implementation section be added to the Plan, as I suggested in the meeting. This section would provide further clarification to the Plan concept, and that there is an implementation plan and schedule to follow.		Implementation section added.
3 2	General Comments	Lloyd Piper	"A number of the performance expectations have due dates in 1999. These look very aggressive with the amount of work and implementation to be done across all of DOE. The Plan should be achievable and build on success."			Due dates have been reworked.
3 3	General Comments	Patty Wagner	There is mention of an Action Plan in the Business Plan (BP) – are we referring to the Implementation Plan (IP) that has been discussed? There has been mention of an IP, but in the BP it is referred to as an Action Plan– this needs to be clarified for consistency. Also, recommend, that our next steps be more clear in regards to the IP and			The implementation of the Business Plan will be carried out through the Action Plan. Check for consistency has been made.

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			how we plan to proceed.			
3 4	Misc.	Richard Furiga and Brentg Armstrong	Concurred with John Clark on his comments above.			Comments addressed above.